



**Office of Superintendent of Public Instruction**  
**Chris Reykdal, State Superintendent**

*All students prepared  
for post-secondary pathways,  
careers, & civic engagement.*

REPORT TO THE LEGISLATURE

# **Update: School Transportation Efficiency**

## **2019**

**Authorizing legislation:** [RCW 28A.160.117](#)

**T.J. Kelly**

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# TABLE OF CONTENTS

Executive Summary ..... 3

Introduction ..... 4

Update Status..... 4

## List of Tables

Table 1: 2019 District Efficiency Ratings Distribution ..... 6

Table 2: 2019 District Data Used in Key Performance Indicators (KPI)..... 6

## **Executive Summary**

Each year, school districts receive an efficiency rating of their student transportation operations using data compiled in the funding system, Student Transportation Allocation Reporting System (STARS). Regional Transportation Coordinators (RTCs) conduct efficiency reviews based on districts meeting certain criteria. Eighty-six school districts received an efficiency review in 2019. Efficiency ratings are unpredictable in nature and uncontrollable items can affect the ratings. Key Performance Indicators (KPIs) are another resource RTCs use to assess districts' transportation operations.

## Introduction

The Student Transportation Allocation Reporting System (STARS), the current student transportation funding system, was implemented in 2011. At that time, the Legislature requested an efficiency evaluation system of school district transportation operations. The Office of Superintendent of Public Instruction (OSPI) created an efficiency rating formula to encourage school districts to efficiently run their transportation operations using state resources. Regional Transportation Coordinators (RTCs) are required to conduct efficiency reviews for any districts whose efficiency rating is less than 90%.

### Review Process

The RTCs complete the efficiency evaluation through three different review processes:

1. The first is for districts who receive a rating below 90% and the prior year rating was above 90%.
2. The second review process is for districts whose prior year and current year efficiency ratings are below 90%.
3. The final process is for districts whose prior year rating is below 90% and the current year rating is above 90%.

## Update Status

### 2018–19 School Year Results

The review process for the 2018–19 school year resulted in 86 reviews out of 280 districts receiving efficiency ratings. Twenty-five districts received reviews due to efficiency ratings below 90% the current year and above 90% the prior year. The RTCs completed 47 reviews for districts with a current and prior year rating below 90%. Fourteen districts had a rating above 90% for the 2018–19 school year and were below 90% the prior year.

### Factors Impacting Efficiency

The efficiency rating formula creates cohort groups and compares districts' data to generate an efficiency rating. District data changes from year to year which can change cohort groups and affect efficiency ratings. Geographic location, district reporting errors, one-time purchases, and district determined levels of school bus service can affect a district's efficiency rating.

### Key Performance Indicators

Due to the changing cohort groups in the efficiency rating formula which result in the unpredictability of efficiency ratings, Regional Transportation Coordinators (RTCs) also use Key

Performance Indicators (KPIs) when conducting an efficiency review of a district. KPI cohorts are based on the total school bus riders and are a stable comparison tool. The KPIs can indicate relative efficiency for all districts since a set standard of three operations are used:

- The number of basic program students per basic program bus,
- The number of special education students per special education bus, and
- The cost per student transported.

RTCs find district reporting errors when conducting efficiency reviews and provide feedback to the district.

# LIST OF TABLES

**Table 1: 2019 District Efficiency Ratings Distribution**

Efficiency Rating	2017	2018	2019
100%	180	195	180
90–99.9%	30	28	28
80–89.9%	32	26	40
70–79.9%	27	23	21
60–69.9%	12	5	7
Less than 60%	3	7	4

**Source:** The Student Transportation Allocation Reporting (STARS), June 2019.

**Table 2: 2019 District Data Used in Key Performance Indicators (KPIs)**

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
SEATTLE	12,849.4	41.60	5.71	\$ 2,617.26
EVERGREEN (CLARK)	10,783.9	77.87	7.03	\$ 1,346.57
BETHEL	10,364.2	95.79	10.62	\$ 1,317.93
KENT	9,616.6	101.61	10.77	\$ 1,188.65
NORTHSHORE	9,177.1	111.65	8.33	\$ 1,074.97
ISSAQUAH	8,943.6	86.00	5.27	\$ 1,102.39
LAKE WASHINGTON	8,908.3	124.20	11.56	\$ 1,109.30
VANCOUVER	8,367.4	112.68	9.57	\$ 1,097.04
PUYALLUP	8,000.4	84.59	9.07	\$ 1,330.57
FEDERAL WAY	7,934.4	134.25	9.69	\$ 1,418.87
EDMONDS	7,790.8	132.65	7.12	\$ 1,672.73
EVERETT	7,560.1	109.37	9.58	\$ 1,400.28
TACOMA	7,457.9	66.38	9.05	\$ 1,592.00
BELLEVUE	7,263.4	78.49	5.77	\$ 1,101.33
AUBURN	6,741.9	105.71	8.77	\$ 1,157.19
NORTH THURSTON	6,611.3	120.18	8.47	\$ 985.64
SPOKANE	6,148.0	55.96	9.85	\$ 1,644.66
BATTLE GROUND	5,686.9	62.81	6.67	\$ 1,427.76
MUKILTEO	5,599.6	101.61	8.93	\$ 1,327.68
KENNEWICK	5,505.9	76.45	10.94	\$ 1,128.95

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
HIGHLINE	5,427.9	103.27	8.81	\$ 1,431.12
PASCO	5,305.6	67.33	10.85	\$ 1,617.43
CLOVER PARK	5,273.9	77.09	9.56	\$ 1,307.96
PENINSULA	4,638.4	91.06	6.60	\$ 1,198.24
SOUTH KITSAP	4,597.4	91.36	7.39	\$ 1,263.88
LAKE STEVENS	4,525.6	100.86	8.65	\$ 958.48
RENTON	4,517.4	87.31	6.96	\$ 1,981.11
TAHOMA	4,427.4	88.29	9.41	\$ 966.28
MARYSVILLE	4,341.6	91.35	8.35	\$ 1,577.55
SNOHOMISH	4,330.6	94.72	6.76	\$ 1,200.03
CENTRAL KITSAP	4,211.2	93.27	8.39	\$ 1,380.01
FRANKLIN PIERCE	4,117.1	137.61	7.76	\$ 1,180.45
CENTRAL VALLEY	4,028.6	95.33	13.20	\$ 1,322.34
SUMNER	3,997.4	89.88	7.28	\$ 1,206.86
MEAD	3,914.0	65.93	8.88	\$ 1,254.47
WOODLAND	3,727.9	58.81	5.73	\$ 1,254.35
SHORELINE	3,276.9	81.79	8.77	\$ 1,297.31
RICHLAND	3,273.3	59.46	10.57	\$ 1,191.70
YELM	3,260.4	95.16	8.52	\$ 1,054.46
BELLINGHAM	3,252.5	92.56	6.80	\$ 1,196.76
SNOQUALMIE VALLEY	3,180.3	80.27	4.18	\$ 1,157.34
CAMAS	3,138.3	65.96	7.08	\$ 1,122.42
YAKIMA	3,074.7	90.22	12.93	\$ 1,070.97
MOSES LAKE	2,899.6	64.27	8.42	\$ 1,541.58
OLYMPIA	2,820.3	86.21	10.14	\$ 1,505.55
TUMWATER	2,783.4	78.14	8.40	\$ 1,328.09
MONROE	2,664.8	75.13	8.64	\$ 1,446.52
NORTH KITSAP	2,461.1	74.65	8.15	\$ 1,468.15
SUNNYSIDE	2,455.4	72.91	12.91	\$ 1,038.44
MOUNT VERNON	2,293.1	89.28	9.46	\$ 1,237.70
ARLINGTON	2,194.8	76.33	9.87	\$ 1,375.16
FIFE	2,051.1	82.48	7.85	\$ 1,051.87
UNIVERSITY PLACE	2,022.6	95.89	10.29	\$ 967.83
CHENEY	1,965.4	42.47	11.65	\$ 1,216.83
OAK HARBOR	1,943.9	87.01	13.83	\$ 1,297.16
SHELTON	1,939.2	63.91	11.00	\$ 1,343.31

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
KELSO	1,922.0	75.65	9.15	\$ 1,027.66
WHITE RIVER	1,905.0	81.91	5.91	\$ 1,113.44
LONGVIEW	1,855.1	66.80	11.83	\$ 1,416.93
BREMERTON	1,849.1	91.95	15.28	\$ 1,006.82
MERCER ISLAND	1,847.6	71.61	5.51	\$ 1,195.98
EASTMONT	1,832.9	69.44	14.01	\$ 882.44
FERNDALE	1,825.3	63.53	8.42	\$ 1,433.32
WEST VALLEY (YAKIMA)	1,823.3	79.95	7.88	\$ 1,015.72
SEDRO-WOOLLEY	1,760.3	69.56	6.78	\$ 1,495.50
EAST VALLEY (SPOKANE)	1,728.9	60.45	11.08	\$ 1,320.38
ENUMCLAW	1,712.0	64.41	7.65	\$ 1,460.32
WASHOUGAL	1,688.9	62.61	8.67	\$ 1,089.27
STANWOOD-CAMANO	1,621.0	56.39	5.30	\$ 1,970.12
RIVERVIEW	1,602.4	70.14	6.06	\$ 1,269.44
STEILACOOM HIST.	1,585.3	85.35	5.96	\$ 685.46
BURLINGTON-EDISON	1,522.9	58.33	7.77	\$ 1,369.09
WENATCHEE	1,516.5	61.54	9.70	\$ 1,355.21
OTHELLO	1,462.6	62.90	20.22	\$ 1,126.78
SELAH	1,434.8	97.80	6.95	\$ 852.77
WAPATO	1,414.5	72.26	7.71	\$ 998.03
EAST VALLEY (YAKIMA)	1,411.6	77.90	24.92	\$ 1,047.05
CENTRALIA	1,401.2	57.67	14.02	\$ 1,642.98
LAKEWOOD	1,385.1	63.26	8.34	\$ 1,268.55
WEST VALLEY (SPOKANE)	1,341.3	69.39	13.48	\$ 1,024.82
BAINBRIDGE ISLAND	1,338.8	94.38	3.42	\$ 1,178.25
NORTH MASON	1,288.8	58.59	6.57	\$ 1,357.80
TOPPENISH	1,270.1	80.34	21.67	\$ 885.75
ROCHESTER	1,261.3	56.74	5.87	\$ 1,182.10
PORT ANGELES	1,248.4	73.11	8.13	\$ 1,304.02
LYNDEN	1,234.9	80.23	7.30	\$ 947.04
ORTING	1,232.7	93.36	10.58	\$ 1,111.83
WALLA WALLA	1,178.6	49.16	13.15	\$ 1,322.07
PROSSER	1,169.7	47.84	6.35	\$ 1,081.39
QUINCY	1,146.7	73.64	12.25	\$ 1,232.80



District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
MOUNT BAKER	1,065.8	59.65	6.18	\$ 1,418.18
NOOKSACK	1,012.0	95.15	4.23	\$ 1,094.04
NORTH FRANKLIN	1,007.6	46.94	8.06	\$ 1,288.57
DIERINGER	988.1	74.13	3.79	\$ 1,048.13
DEER PARK	975.3	42.72	6.66	\$ 1,238.52
WAHLUKE	945.5	76.78	8.06	\$ 1,053.59
CHEHALIS	944.6	58.64	13.56	\$ 1,191.92
EPHRATA	922.1	52.22	7.42	\$ 1,460.83
GRANDVIEW	920.5	74.83	12.80	\$ 1,070.34
ELLENSBURG	885.8	46.23	8.50	\$ 1,696.09
SEQUIM	882.6	44.22	7.49	\$ 1,330.52
BLAINE	881.8	52.54	5.74	\$ 1,401.31
SULTAN	876.0	63.63	4.91	\$ 1,451.98
HOCKINSON	869.8	60.83	4.55	\$ 1,110.13
MERIDIAN	819.4	79.23	10.03	\$ 1,144.28
MEDICAL LAKE	789.8	53.00	5.61	\$ 1,411.47
PULLMAN	787.1	31.88	3.46	\$ 1,476.16
GRANITE FALLS	780.3	66.85	6.65	\$ 1,357.05
ABERDEEN	766.3	75.35	7.89	\$ 1,435.38
VASHON ISLAND	756.6	66.92	4.31	\$ 988.61
TUKWILA	733.4	86.42	7.29	\$ 1,516.82
ROYAL	732.4	71.43	8.19	\$ 1,332.79
ANACORTES	729.9	68.50	11.11	\$ 1,584.87
RIVERSIDE	720.4	26.92	4.55	\$ 1,804.82
ELMA	681.4	58.82	6.46	\$ 1,193.10
EATONVILLE	677.3	39.00	3.07	\$ 2,266.09
SOUTH WHIDBEY	667.5	73.18	4.44	\$ 1,339.24
NINE MILE FALLS	658.4	70.96	6.60	\$ 1,150.40
OMAK	648.3	54.98	15.81	\$ 1,234.41
HIGHLAND	622.2	76.16	16.13	\$ 981.79
CLARKSTON	616.9	61.62	8.61	\$ 1,219.57
COLVILLE	611.7	28.82	5.86	\$ 2,323.89
CASTLE ROCK	588.3	47.31	10.25	\$ 1,232.57
NACHES VALLEY	586.9	44.76	2.40	\$ 1,544.76
TONASKET	585.1	40.47	3.31	\$ 1,191.13
TENINO	537.5	35.88	7.36	\$ 1,559.27

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
KIONA-BENTON CITY	535.8	52.18	3.67	\$ 1,173.21
HOQUIAM	520.9	61.20	16.75	\$ 1,772.06
LAKE CHELAN	500.3	52.99	5.53	\$ 1,237.57
OCEAN BEACH	487.4	40.71	7.20	\$ 1,655.61
PIONEER	474.8	55.15	9.27	\$ 1,291.75
COLLEGE PLACE	467.1	57.16	11.09	\$ 833.25
QUILLAYUTE VALLEY	458.0	59.69	4.50	\$ 942.60
CASCADE	457.6	39.91	7.19	\$ 1,784.69
FREEMAN	443.4	32.99	6.91	\$ 1,456.30
FINLEY	442.8	37.49	8.44	\$ 1,127.38
MOUNT ADAMS	440.2	53.05	7.75	\$ 1,601.04
MONTESANO	435.3	58.11	19.41	\$ 1,192.72
CLE ELUM-ROSLYN	417.6	45.18	8.06	\$ 984.40
CHIMACUM	410.9	56.78	3.02	\$ 1,718.46
NEWPORT	395.4	27.81	3.03	\$ 1,735.56
CASHMERE	392.7	47.86	9.81	\$ 1,048.11
COUPEVILLE	388.4	77.69	-	\$ 993.15
VALLEY	382.5	43.33	0.89	\$ 2,248.05
OKANOGAN	381.9	47.31	3.44	\$ 1,237.40
WINLOCK	366.1	49.72	8.78	\$ 1,137.92
STEVENSON-CARSON	364.4	56.65	9.34	\$ 1,563.00
WHITE SALMON VALLEY	363.6	39.15	7.06	\$ 1,644.21
NORTH BEACH	361.8	59.67	3.09	\$ 1,484.47
TOUTLE LAKE	354.8	40.81	3.25	\$ 1,155.85
GRIFFIN	351.9	43.12	3.22	\$ 1,857.65
PORT TOWNSEND	342.9	54.03	16.44	\$ 1,639.96
REARDAN-EDWALL	339.5	27.70	7.13	\$ 2,190.35
RAINIER	334.1	53.69	11.19	\$ 1,069.54
CONCRETE	327.9	52.72	-	\$ 1,710.68
OCOSTA	321.8	42.93	6.66	\$ 1,251.82
CHEWELAH	320.6	28.20	5.19	\$ 1,495.48
MANSON	320.1	52.68	4.06	\$ 965.24
COLUMBIA (WALLA WALLA)	316.9	50.72	9.81	\$ 1,061.20
ONALASKA	315.4	43.24	11.31	\$ 1,632.94

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
TOLEDO	313.1	50.74	4.16	\$ 1,493.68
ZILLAH	312.9	54.92	5.25	\$ 1,248.40
SOUTH BEND	312.6	47.98	3.19	\$ 1,227.99
LIBERTY	307.1	30.52	1.94	\$ 1,722.61
METHOW VALLEY	305.7	31.52	9.63	\$ 1,692.71
GRANGER	304.7	41.08	17.13	\$ 1,490.01
KETTLE FALLS	302.0	26.80	2.42	\$ 2,826.49
RAYMOND	296.4	46.42	-	\$ 1,305.72
COLFAX	290.4	28.53	5.13	\$ 1,431.49
GRAND COULEE DAM	289.7	45.86	7.25	\$ 1,418.03
MARY WALKER	279.5	39.93	-	\$ 1,571.21
GOLDENDALE	274.4	32.16	7.47	\$ 1,700.52
NAPAVINE	265.1	39.11	13.63	\$ 1,218.38
WILLAPA VALLEY	261.9	28.46	-	\$ 1,667.94
WHITE PASS	256.1	31.84	1.38	\$ 1,845.85
ADNA	252.4	41.92	0.88	\$ 1,370.45
MOSSYROCK	249.8	34.63	7.13	\$ 1,320.19
WAHKIAKUM	240.6	40.07	0.19	\$ 1,320.73
LACONNER	238.9	29.46	1.95	\$ 1,936.69
SOAP LAKE	229.9	32.46	-	\$ 1,299.86
LIND	222.8	17.06	1.00	\$ 3,613.57
MABTON	213.7	51.20	2.96	\$ 838.00
HOOD CANAL	212.0	40.28	4.03	\$ 2,406.46
DAVENPORT	211.3	26.31	0.75	\$ 1,710.29
SAN JUAN ISLAND	209.4	50.50	1.09	\$ 1,516.02
BREWSTER	207.7	50.97	3.81	\$ 799.66
WELLPINIT	206.3	34.38	-	\$ 1,171.55
CONWAY	201.8	39.24	1.38	\$ 952.88
ORONDO	200.2	65.65	3.25	\$ 1,139.71
WARDEN	196.7	36.64	9.19	\$ 2,492.41
PRESCOTT	192.8	32.29	-	\$ 1,523.92
KITTITAS	191.3	31.52	-	\$ 1,860.83
REPUBLIC	185.2	30.51	-	\$ 1,864.54
OROVILLE	179.1	44.77	-	\$ 1,217.40
NASALLE-GRAYS RIVER	171.2	34.24	-	\$ 1,422.31
ENTIAT	169.0	42.25	-	\$ 1,235.60

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
CAPE FLATTERY	165.9	41.47	-	\$ 1,638.14
UNION GAP	160.6	76.03	8.50	\$ 761.89
SELKIRK	156.2	30.34	-	\$ 2,107.98
GRAPEVIEW	151.9	50.65	-	\$ 834.52
PE ELL	151.4	37.77	1.00	\$ 1,177.69
MCCLEARY	150.8	46.79	1.03	\$ 1,252.18
BRIDGEPORT	150.4	44.10	8.00	\$ 1,147.24
ASOTIN-ANATONE	149.3	18.57	-	\$ 2,009.29
GARFIELD	139.8	23.35	-	\$ 1,641.86
LAKE QUINAULT	131.6	30.80	-	\$ 1,640.89
MORTON	127.5	31.52	3.31	\$ 1,675.18
GREEN MOUNTAIN	127.1	42.23	-	\$ 1,124.46
NESPELEM	122.5	57.38	-	\$ 1,514.68
LYLE	121.8	82.50	-	\$ 1,779.71
DARRINGTON	119.2	38.27	4.38	\$ 2,390.65
LOPEZ	118.9	29.72	-	\$ 1,128.48
PATERSON	118.3	23.65	-	\$ 2,230.33
TROUT LAKE	111.3	37.08	-	\$ 970.57
CRESCENT	109.6	36.52	-	\$ 757.64
DAYTON	108.2	24.84	4.75	\$ 2,107.83
MARY M KNIGHT	105.8	26.22	-	\$ 2,209.84
CUSICK	102.8	20.54	-	\$ 1,773.08
PATEROS	102.6	34.21	-	\$ 1,403.10
ORCAS ISLAND	102.3	32.56	-	\$ 2,021.68
ROSALIA	99.6	24.89	-	\$ 1,892.95
COULEE-HARTLINE	99.6	13.97	1.75	\$ 2,764.78
BOISTFORT	97.5	32.50	-	\$ 1,426.06
QUILCENE	96.8	19.30	0.07	\$ 3,123.12
SOUTHSIDE	93.6	46.31	-	\$ 858.02
BICKLETON	93.1	31.08	-	\$ 1,973.66
CRESTON	90.0	17.88	-	\$ 4,896.79
NORTHPORT	89.3	17.79	-	\$ 2,359.97
COLUMBIA (STEVENS)	88.1	14.63	-	\$ 3,151.76
TOUCHET	84.4	28.13	-	\$ 1,181.47
THORP	83.8	27.92	-	\$ 1,603.66
HARRINGTON	83.4	13.91	-	\$ 2,708.94

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
POMEROY	77.3	12.88	-	\$ 3,403.06
ST. JOHN	76.3	9.53	-	\$ 4,213.10
OAKVILLE	74.9	24.96	-	\$ 1,464.78
ODESSA	71.9	11.73	1.56	\$ 3,894.42
WILSON CREEK	70.3	14.06	-	\$ 3,070.30
OAKESDALE	69.9	11.65	-	\$ 4,279.52
WISHKAH VALLEY	69.8	22.27	3.00	\$ 996.93
CENTERVILLE	66.9	22.31	-	\$ 1,515.51
TEKOA	65.7	21.90	-	\$ 2,057.15
ENDICOTT	64.7	12.94	-	\$ 3,368.78
ALMIRA	64.6	21.54	-	\$ 2,988.01
COLTON	56.0	18.67	-	\$ 2,342.79
MOUNT PLEASANT	55.5	55.50	-	\$ 1,178.92
CARBONADO	54.1	26.66	0.81	\$ 1,643.71
BRINNON	53.6	26.56	-	\$ 1,580.26
SKAMANIA	52.1	26.06	-	\$ 1,149.48
WATERVILLE	51.1	12.19	2.31	\$ 2,923.05
ORIENT	50.9	12.72	-	\$ 5,807.17
NORTH RIVER	48.8	24.38	-	\$ 2,719.04
EASTON	47.9	24.38	-	\$ 2,037.45
KELLER	44.6	22.28	-	\$ 2,382.13
LAMONT	43.6	14.52	-	\$ 1,423.34
WAITSBURG	43.2	13.77	-	\$ 3,224.26
GREAT NORTHERN	42.4	20.97	0.50	\$ 2,899.24
SPRAGUE	42.1	21.03	-	\$ 2,635.42
GLENWOOD	41.9	20.94	-	\$ 1,491.27
STEPTOE	39.4	19.72	-	\$ 2,063.85
PALISADES	38.9	19.47	-	\$ 1,930.18
ONION CREEK	38.3	19.06	-	\$ 2,804.52
TAHOLAH	32.3	31.94	-	\$ 3,301.58
EVALINE	30.1	30.13	-	\$ 626.05
ROOSEVELT	30.0	17.91	-	\$ 2,943.28
MILL A	28.8	28.81	-	\$ 2,457.15
MANSFIELD	28.2	9.23	0.50	\$ 3,723.89
ORCHARD PRAIRIE	27.9	27.88	-	\$ 1,120.03
SKYKOMISH	26.4	12.19	-	\$ 2,660.56

District Name	Total Riders	Basic Rider KPI	SpEd Rider KPI	Cost Per Rider
LACROSSE	26.3	6.58	-	\$ 7,160.60
STARBUCK	24.7	11.78	-	\$ 3,302.75
DIXIE	24.6	10.94	-	\$ 3,142.94
KAHLOTUS	21.4	7.13	-	\$ 2,773.36
INDEX	20.8	10.41	-	\$ 3,801.65
WASHTUCNA	19.2	6.40	-	\$ 6,173.97
COSMOPOLIS	19.1	18.13	-	\$ 2,485.18
KLICKITAT	15.5	5.17	-	\$ 7,355.42
BENGE	11.8	11.81	-	\$ 4,119.91
STAR	8.8	2.94	-	\$ 11,712.38
QUEETS-CLEARWATER	7.8	7.75	-	\$ 4,966.15
WISHRAM	7.1	7.1	-	\$ 5,755.43

**Source:** The Student Transportation Allocation Reporting (STARS), April 2019.



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